

## **Hiring new position focused on marketing;**

### Topics Covered:

Evaluating the need for a position and creating a business case to hire a new person

Creating a ROI for a new position

Developing a job description

Exploring compensation structures

Developing Recruiting, Interview and Selection skills

Goal setting

Coaching for performance

Providing difficult feedback.

### Possible scenario:

Brown family farm needs to grow revenue. The farm also experiences unwanted product waste and has determined if the market distribution network can be increased, waste is reduced, sales will increase, and profit will be increased. The first line of offense to increase revenues is to sell what is currently produced, thereby decreasing waste. NO new production, equipment or major investment is required.

Roadblock: No one person is focused on the distribution network. Pick a family member—has established the current contracts and fortunately these contracts have remained steadily in place over the last 4 years. The complacency approach to sales has kept most of the product moving but there is still some to be sold, and honestly, there may be more margin that could be obtained with a focused sales and marketing efforts, especially with a skilled negotiator on behalf of the farm. No one has explored how to move or use the less desirable blemished product with any consistency or urgency. That is also another opportunity.

### **Options to evaluate**

A: Use someone internally on the farm to market the products and negotiate new pricing as the opportunity arises.

B: Hire an experienced sales and Marketing professional to focus on marketing new products and price negotiation.

**Case Questions:** (could we use the value proposition break out work—gains, pains, etc) to use with this part of the case? It would be an internal solution, meeting the needs of the family management team—Greg and Paul thoughts?)

What are the pros and cons of each of the above strategic approaches?

What could be gained by hiring an outside person?

What skills are needed?

What are the monthly expectations?

What tasks will they be asked to do?

Who will teach them and introduce them to current state of the farm contracts and sales?

What return on investment is required to make hiring a person feasible?

Where do these types of people work today?

Where can you recruit from?

How do you interview? What questions do you ask and what are you looking for?

Describe the ideal candidate

What do you expect to pay this person? Salary, benefits, incentives? Other perks?

How will you measure success?

What will you do to ensure trust in this person, that you won't have them open up new channels and then offer the position to a new family member, telling them you no longer need their services?

### **Output from the work:**

Write a job description, using online examples and resources as a reference. (google it)

Explore pay for the role

Explore various compensation structures—pay, incentive, bonus, profit sharing, etc.

Investigate where to advertise for the position

Create an interview format, and develop interview questions.

Set performance goals for the position

**Case part 2:**

You hired a marketing manager, and the first 3 months went well. (Build in financial improvement here—or some wins), but the last 3 months have not gone as well and the productivity has fallen off. You need to have a frank conversation with the marketing manager. Plan your conversation using the performance goals your previously set, and the data from the latest financials. (need some financials for this part. )

**Output from Part 2:**

Evaluate performance and give honest feedback during a performance review

**Case Questions:**

What do you need to address?

How will you deliver the message?

What do you anticipate will be the questions, concerns or “pushback” from the marketing manager?

What will happen if things don't improve? By when?

Deliver this feedback in a role play